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PUBLICATIONS

1. The Problem

In many ways the Office of Training is analogous to a university, with two colleges, numerous programs involving off-campus affiliations, and a budding extension service. As a school, O/TR is peculiarly handicapped by having only a scattering of textbooks for some of the departments of one of its colleges and one phase of its extension service and no textbooks for other departments of that college, all the other college, and the bulk of its extension responsibilities. For many courses there is a fair supply of supplementary readings, but for others even these are lacking, and for very few courses is there anything properly to be called a reference book.

This dearth of reading matter limits the Office of Training almost entirely to a single avenue into the minds of either novice or experienced intelligence officers: their ears. Present inability to make fuller use of their eyes has two serious disadvantages: (a) it reduces the efficiency of organized courses and (b) it restricts the benefits of training to those who can afford the time to participate in such courses.

2. Concepts

To develop a working literature for a profession is clearly a monumental task, requiring much thought and effort by many persons. But much less clear are the presently useful limits of the task, the specific scope and tenor of the numerous textual materials that should be produced, the organizational and individual identities of the persons who could most advantageously do the work, and the ways in which they should go about it. Recognizing these uncertainties, the Office of Training is proceeding on three fronts, as summarized in section 3.

The general spirit in which these efforts are undertaken is suggested by the following observations:

- (a) The preparation of textual materials is a particular obligation of the Office of Training.
- (b) Nevertheless, other Offices should be encouraged to produce texts in their own fields and to cooperate with the Office of Training writing efforts.

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- (c) Because training needs range from imparting specific skills to developing broad understandings, a wide assortment of texts should be anticipated.
- (d) The fact that the national intelligence effort of the United States is relatively new and rapidly developing should be reflected in the substance and tone of most texts and in expectations as to revisions.
- (e) Because a text designed for one purpose may be the best available solution to another need, it should be made as freely available as sound security considerations permit.
- (f) While support of formal Office of Training instruction is the most obviously urgent need, the possibilities of on-the-job training, even if limited to reading by individuals, should be taken into account in both the preparation and the dissemination of textual materials.

3. Lines of Action

Efforts aimed at systematic attack upon the problems of producing textual materials for both formal and informal training purposes are presently of three general sorts:

- (a). A general framework for Office of Training publications is being established. This effort began with a review of instructional matter thusfar prepared in O/TR — largely in Training (Special) — and printed or mimeographed. These materials range from single sheets to a substantial volume. In preparation, format, and dissemination, each was designed for a separate purpose rather than as a part of a comprehensive program. The review indicated that, even within the Office of Training most of these materials could not readily be identified or appraised as to date, authorship, dependability, sponsorship, approval, function, or dissemination. Profiting by this experience, the new framework is being developed around two principal elements:
 - (1) Identification of categories based upon useful differences in nature and functions of individual publications.
 - (2) Organization of a system of supervision designed to insure that each publication does its job as well as possible, that it makes the maximum feasible contribution to the program as a whole, that it is properly assigned to a category and a

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publications number, and that its dissemination is governed by realistic consideration of both its potential usefulness and its security hazards.

- (b) A list of possible subjects has been sketched. The function of this list, which is reproduced in Appendix VII Tab A, is neither to establish priorities nor to enumerate separate texts to be published. The function is, rather, to orient and stimulate thought and planning by identifying subjects that should eventually be covered in some manner.
- (c) Three publications specifically designed as parts of a publications program are in process, as reported in section 4. Also noted there is a series, of which seven numbers have already been published.

4. Programmed Publications in Process or Issued

- (a) Collection Manual. Undertaken on a pilot-plant basis, this publication is intended primarily for use as a textbook or reference book in basic courses. Its purpose is neither to impart skills nor to explain all the details of collection as conducted by any one organization. It aims, rather, to develop understandings of collection as a major phase of the intelligence process and of the interrelations, especially as they affect collection, in the United States intelligence community. Because of this broad approach, there is good evidence that the manual can perform a secondary function in various parts of this and other agencies. (For example, several copies have been requested for circulation among OQ/C operational personnel.) The necessarily extensive research and consultation in CIA and other IAC agencies has made this a very protracted project. Writing is now in the midst of the fifth of six projected chapters. Presented in Appendix VII Tab B are a table of contents of the material drafted thusfar, a brief outline of the remainder of the manual, and lists of illustrative material thusfar incorporated in the text or assigned to the appendix.
- (b) Glossary of Intelligence Terminology. While the immediate occasion for this project was a request from the executive secretariat of the DD/P complex, the objective has been to serve the Agency as a whole. After review of numerous earlier glossaries, extensive research in official regulations and instructions, thorough coordination in the Office of Training, and informal consultation elsewhere, a substantial glossary has been produced and printed in a small edition. A copy is presented in Appendix VII Tab C.

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This Glossary is, however, regarded by the Office of Training simply as a good start on a perpetual project, in which suggestions for improvements should continuously and generally be invited, and frequent revisions should be expected. The present tentative edition is now being reviewed by the DD/P Training Committee. Results of this study will contribute to three decisions:

- (1) whether to undertake extensive further refinements before publication,
 - (2) whether the first published edition should appear under the Office of Training or Agency Auspices and
 - (3) the dissemination it should receive.
- (c) Secretary's Handbook. The Clerical Training Branch of the Management Training Division, Office of Training, is developing an unclassified handbook to be available to anyone for reference purposes. It contains chapters on punctuation, grammar, capitalization, compound words, typing tips, phone techniques, and suggestions for effective writing. Draft copies have been distributed to interested persons throughout the Agency. Reactions to these will provide the basis for final pre-publication revisions. A preliminary copy of the Handbook is presented in Appendix VII, Tab D.
- (d) Training Bulletins. This is a continuing series, in which seven numbers have already been issued in quantity, with dissemination or routing to all CIA headquarters personnel. Intended for general information rather than for classroom use, study, or reference, most of these bulletins are records of the remarks of prominent officials at successive Orientation Courses. A sample of each is included in Appendix VII, Tab E.

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